

5 JUL 1977

MEMORANDUM FOR: MZ Career Board  
Executive Officer, ODP  
Chief, Administrative Staff, ODP

FROM : Clifford D. May, Jr.  
Director of Data Processing

SUBJECT : Ranking of MZ Careerists

1. Effective immediately, the following additional procedures will be followed in the ranking and counseling of MZ Careerists:

a. In the course of ranking MZ Careerists during each of the five ranking cycles, the MZ Career Board will specifically identify no less than five percent (5%) of the MZ Careerists who ranked lowest.

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b. A Special Board, reporting directly to me, will then be convened consisting of [REDACTED] DD/P/ODP, Chairman; [REDACTED] EO. This Board will review the rankings, giving special attention to those in the lowest category, to satisfy themselves that the low rankings are warranted. The Board will then examine the files of the lowest ranking personnel to determine whether there may be extenuating circumstances contributing to the poor performance and to identify any compassionate considerations that exist. This Board will then recommend to me those employees who should be counseled because of their low ranking.

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c. It is not uncommon for a person in the lowest ranking category to have a "Strong" Fitness Report for a recent reporting period. If the review by the Special Board reveals a laxity in rating standards on the part of the rating and reviewing officers which led to this seeming contradiction, I should be so advised, along with a recommendation on any action that might be warranted.

d. After reviewing the recommendations of the Special Board, making any adjustments I deem appropriate, I will decide who needs to be counseled.

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e. The immediate supervisors of these lowest ranking employees are responsible to counsel them at the earliest possible date. The following points should be covered in the counseling:

1) Employees should be advised of their low ranking and the reasons therefore.

2) They should be advised that, if ODP were asked to identify employees that might be terminated if a reduction in force took place, it is possible that they would be considered because of the low ranking.

3) Employees should be advised that there are several options open to them:

a) Do nothing.

b) Show by specific actions that they are trying to overcome the deficiencies that led to the low ranking. If training is required, the Agency may be able to help.

c) Look elsewhere for employment opportunities (the Agency can also help in this regard).

4) Counseling sessions will be made a matter of record and included in employees' files.

2. The identification and counseling of lowest ranking employees, in the manner described above, will be a standard feature of all future ranking exercises. Employees who consistently fall in the lowest category and require counseling during each ranking period will be considered as candidates for reassignment, downgrading, or termination of employment under the provisions of [REDACTED]. In addition, employees in the lowest category are vulnerable to termination in the event of a reduction in force by the Agency.

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[REDACTED]  
Clifford D. May, Jr.

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cc: DD/P/ODP

1 cc - DD/P/ODP  
ODIA/ODP  
C/SPS/ODP  
C/MS/ODP  
EO  
PD

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Personnel to find suitable employment elsewhere in the Agency. If these efforts fail, the employee may be found excess to the needs of the Agency and separated.

- (2) The grounds for finding an employee excess to the needs of a component are:
  - (a) The component is overstrength overall or in a particular grade or functional element;
  - (b) There is no longer a requirement for the particular skills or qualifications possessed by the employee; or
  - (c) A reduction or elimination of the functions of the component thereby requiring a reduction in staff.

i. **LOW RANKING—WITH NOTIFICATION—IN TWO CONSECUTIVE YEARS.** It is Agency policy to monitor the overall level of employee performance by application of comparative ranking to identify employees whose performance and potential are low in comparison with other employees of the same grade and functional category. The various evaluation panels and boards subordinate to a Career Service will identify employees who rank in the bottom three percent of those being ranked. They will then identify any of these who have, in the judgment of the panel, significant problems (relative to their peers) in performance, attitude affecting performance, or willingness to accept assignment in the interests of the Agency. The names of employees so identified will be sent, along with other pertinent material, to the Head of the Career Service, who will review the list, making deletions where circumstances do not support further action. After these deletions, the remaining employees on the list will be notified of the low ranking, the reasons for it, the availability of counseling to assist any effort to improve ranking, and the consequences of low ranking in a consecutive year. Upon notification of low ranking in a second consecutive year, the administrative action, depending upon the circumstances of the case, may include counseling, reassignment, downgrading, or separation. If the Head of the Career Service determines that separation is warranted under this paragraph, the case will be reviewed with the Director of Personnel before initiating separation procedures.

j. **OTHER TERMINATION IN THE INTERESTS OF THE AGENCY.** In addition to paragraphs a through i, employees may be terminated if the Director of Central Intelligence determines it necessary and advisable in the interest of the Agency or for other reasons contributing to the efficiency of the Agency.

k. **RESPONSIBILITIES**

- (1) **HEADS OF CAREER SERVICES.** The Heads of the five Career Services are responsible for identifying employees under their jurisdictions who should be considered for separation. They or their designees will review each case with the Director of Personnel or designee and, when appropriate, recommend to the Director of Personnel termination of the individual's employment.
- (2) **DIRECTOR OF SECURITY.** When warranted by the information available, and after notifying the appropriate Head of Career Service, the Director of Security will recommend to the Director of Personnel the termination of the employment of an Agency employee and advise the Director of Personnel of the security factors bearing on the recommended separation. When the Director of Security considers an individual case to be so sensitive that disclosure should initially be made only to the Director of Central Intelligence for determination of the action to be taken, such procedure will be followed.
- (3) **DIRECTOR OF MEDICAL SERVICES.** When findings warrant, the Director of Medical Services will recommend to the Director of Personnel the disability retirement of an employee or the termination of employment on grounds of medical

4. Position Description/Letters of Instruction: Headquarters Regulation [REDACTED] require that the Director of Personnel be provided Position Descriptions with such information on the functions and responsibilities of positions in ODP as required to evaluate and classify them according to occupational category and pay level. Position Descriptions are written so as to be independent of the incumbents and several individuals in a particular position, e.g., Computer Programmer, GS-09, may be covered by one Position Description. Chief, Administrative Staff is responsible for insuring that the Position Descriptions for ODP are current and accurate.

STATINTL Headquarters Regulation [REDACTED] also require that supervisors provide employees with written statements of the nature and scope of their work. These Letters of Instruction, jointly prepared by supervisor and employee within the framework of the Position Description, are a means of arriving at a mutual understanding of the duties and specific performance objectives for the employee during the coming year. They should be prepared within 45 days after an employee assumes new responsibilities or annually before the start of a new Fitness Report period. They should be reviewed and amended as necessary during the year.

5. Fitness Reports: Fitness Reports are prepared annually and describe the employees duties and how well they have been performed. A properly prepared LOI will ensure that the employees understand, before the start of the Fitness Report period, the duties and performance objectives they will be rated on. Frequent supervisor - employee performance discussions during the year will ensure that employees are not surprised by the rating they receive at the end of the reporting period.

Fitness Reports are prepared in accordance with a regular schedule. The schedule for Annual Competitive Evaluation and Rankings will be keyed to the Fitness Report schedule as shown below:

<u>Grades</u>	<u>End of F.R. Period</u>	<u>F. R. Due In OP</u>	<u>Component</u>	
			<u>Career Panel Rankings Due</u>	<u>MZ Career Board Rankings Due</u>
GS-1-5	31 Mar	30 Apr	31 May	30 Jun
GS-6-8	30 Jun	31 Jul	31 Aug	30 Sep
GS-9-11	30 Sep	31 Oct	30 Nov	31 Dec
GS-12-13	31 Dec	31 Jan	28 Feb	31 Mar
GS-14-18*	31 Mar	30 Apr	31 May	30 Jun

\*Rankings of GS-16 and 17 employees will be prepared by D/ODP.

MEMORANDUM FOR: Chairman, MZ Board

FROM : Clifford D. May, Jr.  
Director of Data Processing

SUBJECT : APP

1. I have studied our APP report for the first half of FY-77. I would like to call the attention of Board members to certain items in this report so they can determine whether there are actions we can take to better meet our FY-77 goals.

2. Our failure to meet our Accession/Attrition goals appears to be the result of poor projections and the delays in staffing the SPS vacancies. I do not think we can do anything about this except to press for hiring against SPS vacancies before the end of the fiscal year.

3. Our PRA situation is a disaster. I would like a Board analysis of the PRA's with identification of the alternatives available to us to correct the situation within the next year.

4. We are not meeting our goals for management and executive development-type training. I suspect that this situation is due to: a) optimistic forecasts; b) limited quotas in many of these courses; and c) our emphasis on technical training. I'm not sure we can do much to improve our overall situation in this area during FY-77. However, I would like to emphasize that the Board should plan to play a more active role in preparing our future PDP and APP to ensure that our goals are realistic, needed, and achievable.

5. We are far behind in meeting our goals for professional promotions. On the other hand, we have already exceeded our goals for technical promotions. I don't know whether the problem is due to unrealistic goals for professional promotions or some other factor. It is also interesting to note that minorities have received 12 of the 16 professional promotions during the first half of FY-77. The Board should look at this area to determine whether we are achieving an appropriate balance in our promotion actions.

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Clifford D. May, Jr.

cc: ea MZ Board Member  
MZ Board Secretary  
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1 - [redacted]  
1 - [redacted] f/Action file  
2 - O/D/ODP